

MRVF-53

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Deposited January 11, 1994

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December 1, 1972

TO: All Faculty Members
FROM: Charles V. Wright, President

The Board of Trustees in its regular meeting on Friday, December 1, 1972, voted to permit female members of the faculty and staff to wear pants suits effective as of this date. One stipulation is that the pants suit contribute to the dignity of the institution.

CVW:pg

MEMO FOR THE RECORD

SUBJECT: Alleged Faculty Misconduct (Lucille Wood)

FROM: The President

On November 17, 1963, a female student enrolled in East Central Junior College reported to me that Miss Lucille Wood in the performance of her duties in a woman's Physical Education Class made the following statement: "Dr. Montgomery does not like fat bottoms, but it is not your fault with the food you get in the college dining room," or words to that effect .

This statement was made by Miss Wood at a time when students were in a period of agitation concerning the food in the college dining room with talk among some of the students of a strike. It is my belief that Miss Wood was aware of this student agitation and was aware to encourage disorder by the students.

Miss Wood knew, or could easily have found out by making a request to the proper authority, that the college dining room was operating within its budget and spending all the available funds for the best possible food under the circumstances.

1965-66 NON-SCHEDULE PERSONNEL

President	Dr. D. M. Montgomery	\$9,968.00 ✓
Dean	B. J. Tucker	7,168.00 ✓
Dean	Denver Brackeen	6,832.00 ✓
Bus. Manager	B. L. Griffin	6,496.00 ✓
Registrar	Frank Rives	6,384.00 ✓
Ath Director	Clayton Blount	6,832.00 ✓
Coach	Don Chatwood	5,400.00 * ✓ *(Plus Meals)
	Joe Clark	4,704.00 * (Plus Meals)
Asst. Ft. Coach	(10 Months)	4,500.00 * (Plus Meals)
<u>Vocational:</u>	Lavane Newell	5,815.00 ✓
	James Ezelle	5,400.00 ✓
	Grever Sheemaker	5,400.00 ✓
	Billy L. Smith	5,824.00 ✓
	Auto Mechanics	5,400.00
<u>Dormitory Counselors:</u>		
	Erma L. Barber	4,950.00 ✓
	Annie R. Prince (10 Months)	2,072.00 ✓

1965-66 SCHEDULE PERSONNEL

J. W. Bedwell	\$ 5,645.00 * - 600
Leser Cliburn	5,345.00 ** 300
Henry Conerly	4,397.00
Frank Cross	5,045.00
Richard Ethridge	4,599.00
Jessie Everett	4,897.00
R. G. Fick	5,895.00 * - 600
Shelby Harris (advanced Study leave)	1,200.00 4,400
Una Harris	5,295.00
Joseph W. Holliman	5,396.00 * - 600
Ruth Hull	5,244.00 ***
F. E. Leatherwood	5,295.00
Verbie Lovorn	4,301.00 ***
Michael McCarty	4,001.00
George Mason;	4,948.00
Rudolph Mayes	4,796.00
Charles Pennington	5,045.00
Alyne Simmons	4,948.00
L. B. Simmons	5,895.00 * - 600
J. E. Smith	4,696.00
Tommy Thrash	4,498.00
Ovid Vickers	5,448.00 ***
Lucille Wood	5,147.00
Music	4,200.00

* Guaranteed Summer Session

** Guaranteed one half Summer Session

*** Provided Requirements are met

5 Nov 65

To All College Employees:

For your information, I have reproduced a copy of Administrative Memo No. Ten.


Douglas M. Montgomery

ADMINISTRATIVE MEMO NO. TEN

SUBJECT: E.C.J.C. Employees and E.C.J.C. Alumni Association

Beginning with the coming alumni year, it will be the policy of this college not to allow fulltime employees of the college to hold an office in the Alumni Association. The purpose of this policy is to prevent a possible conflict of interests and to assure that the Alumni Association represents the alumni throughout the district.

There are two exceptions to this policy. The college will provide, if the Alumni Association so chooses, the services of one of the fulltime secretaries employed by the college.

Second, the Dean of Students is designated to be the alumni affairs officers for the college and in that capacity will be able to work with the Alumni Association and to speak for the college in alumni affairs.

October 25, 1965

East Central Junior College
Alumni Association
Decatur, Mississippi

March 29, 1965

Dear Alumnus:

Your Alumni Association is once again asking your financial help and support of ECJC and its activities. We feel that the Alumni Association made a great deal of progress during the past year and these endeavors were possible only by your gifts and words of encouragement. Some of the projects sponsored by the Association were:

Revision of address files.

Purchase of oil portrait of Miss Burton which is hanging in Burton Library.

Mrs. Sullivan's portrait which was damaged in the 1962 Student Center fire has been restored and is hanging in Sullivan Center.

Engraved name plates were purchased for all portraits given to the college by the Alumni Association.

Mr. Olen Smith of Louisville was selected the first "Alumnus of the Year" and presented an engraved plaque.

A newsletter was mailed to approximately 700 alumni and friends.

A contribution of \$100 was made toward the purchase of a new trophy case which has been installed in the Administration Building.

Seven Alumni Memorial trophies were purchased by families of deceased alumni in various fields of interest at ECJC.

Outstanding students in these fields will have the honor of having their names engraved on the trophies which will remain in the trophy case on the campus.

The 1939 state championship football team presented a picture of that team to the school and Mr. Lamar Blount, a member of that team, presented the school a football autographed by all members of the team.

The Winston County Alumni presented a check for \$100 to the ECJC band. They also contributed \$146 toward the construction of a women's physical education field which will bear the name "Winston County Alumni Field".

We feel that the 1964 homecoming was one of the best ever. Old friendships were renewed and many memories were brought back as former students reminisced with present and former teachers. Some who returned to the campus were: Dr. & Mrs. L. O. Todd, Mr. & Mrs. Andy Cliburn, Mr. & Mrs. W. A. Vincent, Gen. & Mrs. Pat Wilson, Mrs. Stella Newsome, Mr. Tom Chisolm, Miss Ethel Burton, and Mr. Andy Miller.

Your Alumni Association has big plans for this year also. They are:

Selection of "Alumnus of the Year".

Beginning this year, a present or former faculty member of ECJC will be honored and presented a plaque at homecoming. If you have a teacher whom you would like to have this honor, send us the name with your reasons.

An effort is being made to secure a complete list of all ECJC students who have received All-State or All-American honors in football and basketball (men and women). Those receiving honors in track, boxing, tennis, and baseball will also be included. If you received such an honor or know of anyone who did, please let me know. Records are very incomplete. Pictures of these athletes will be hung in the new athletic offices. They will also be honored at the 1965 homecoming celebration.

Two new alumni memorial trophies named for Andrew Franklin Webb in the field of football and Howard J. Sessums in the field of basketball will be presented to the school this year.

This newsletter is also being mailed to approximately 1,000 alumni. This endeavor alone is quite expensive.

Congratulations to the Winston County Alumni. Under the direction of Mr. Olen Smith, they will this year begin a scholarship program whereby a Winston county high school senior will receive a \$100 scholarship his freshman year at East Central and by maintaining a grade average of "B" will receive a second \$100 his sophomore year. This would be a worth while project for the other counties to follow.

You can see that your Association is on the move BUT it cannot continue without your financial support. As you know, the Association is not supported by dues. The only support comes from interested alumni and friends. Send your contribution to me, Lucille Wood, President, ECJC Alumni Association, Decatur, Mississippi.

Things to remember:

YOUR NOMINATION FOR ALUMNUS OF THE YEAR - This should include a short statement as to why you are nominating this person.

YOUR SUGGESTION FOR THE TEACHER TO BE HONORED.

HOMEcoming - The date has not been announced.

YOUR FINANCIAL CONTRIBUTION to make a "Bigger and Better ECJC".

Sincerely,



Lucille Wood, President
ECJC Alumni Association

DAILY BULLETIN
November 18, 1963

Student Body Association report:

A condensed extract of the official college budget for the fiscal year 1962-63 which was approved by the Board of Trustees and audited by the State Auditor is presented herewith:

<u>Food Income</u>	
(\$25.00 per month per student)	\$95,169.42
<u>Food Expenses</u>	
Food Purchases	62,116.00
Food Preparation	33,274.40
Net loss on food operation	(- 220.98)
	<u>95,169.42</u>
<u>Dormitory Income</u>	
(\$7.00 per student per month)	26,842.66
<u>Dormitory Expenses</u>	
Labor, maintenance and supplies	20,895.08
Surplus diverted to "Other Activities"	5,947.58

The Little Assembly Room and the Faculty Lounge will be reserved for the MDTA graduation on Tuesday evening.

Mixed Choir will meet at 3:20 today.

(There will be a meeting of all student cafeteria workers at 3:20 today in the Board Room.

The dinner honoring all students on the Honor Roll will be tonight at 6:30 in the cafeteria.

Curriculum clubs tomorrow 3rd period.

Danny Richardson, please come by Mrs. Guthrie's office and pick up your mail.

Congratualtions Big Warriors! East Central 14 Northwest 7

The Role of a College Administrator in Providing
Conditions Conducive to High Faculty Morale

A Statement to the East Central Junior College
Faculty Club

by Dr. William D. McCain
President, Univ. of Southern Miss.

November 19, 1963

Your program chairman gave me the subject of "The Role of a College Administrator in Providing Conditions Conducive to Assuring High Faculty Morale". I will attempt to speak generally of situations in the University of Southern Mississippi, for I should discuss matters about which I have some knowledge. Nothing that I say should be construed as even the slightest indication on my part to criticize, change, alter, improve, retard, or discuss any situation in any junior college.

I can tell you one method once used in this junior college to lower one faculty member's morale. When I was here in 1931-32, the administration provided hot water in the dormitories three days each week. I needed to shave daily and should have taken a bath daily. I finally acquired a device to use in my room to warm water for shaving. The president confiscated--stole is a better word--the water heating device. I brought the matter up in faculty meeting. We agreed then and there that he did not care whether I ever shaved again. That was in a dim and distant past which has no relation to your present situation.

If you have seen the "Recommendations of the Mississippi Junior College Association for Financing Public Junior Colleges", which was issued under the date of September, 1963, your morale was probably strengthened considerably. There are many things in these recommendations, but the salary consideration is quite interesting. It is suggested that average salaries for junior college faculty members be raised to \$5,400.00 at once and that the average be raised as soon as possible to \$6,000.00.

If the new standards of the Southern Association of Colleges and Schools, which require forty per cent of junior college faculty members to have two years of graduate work and that twenty per cent have three years of graduate work, are continued in force, we really will need to raise salaries in the junior colleges.

The morale of the faculties of the state institutions of higher learning has been affected materially by Section 213-A of the Constitution of the State of Mississippi, which was inserted into the Constitution by the Legislature of 1944. That section sets up the constitutional Board of Trustees of State Institutions of Higher Learning and outlines methods of employing and retaining faculty and staff members. The sections states:

Such Board shall have the power and authority to elect heads of the various institutions of higher learning, and to contract with all deans, professors and other members of the teaching staff, and all administrative employees of said institutions for a term not exceeding four years; but said board shall have the power and authority to terminate any such contract at any time for malfeasance, inefficiency or contumacious conduct, but never for political reasons.

I believe that faculty members appreciate a good and well defined organization. We believe that we now have an understandable administrative organization at the University of Southern Mississippi. Only five people report directly to the president and one of them is actually in his office. These are the Dean of the University, the Financial Secretary, the Dean of Student Affairs, the Director of Intercollegiate Affairs, the Administrative Assistant to the President who heads the Office of Executive Affairs and Development. The faculty member now understands that he is responsible to his department chairman, that the department chairman is responsible to the proper dean of his school or college, that the dean is responsible to the Dean of the University, that the Dean of the University is responsible to the President, and that the President is responsible to the Board of Trustees.

The fact immediately became known after I was chosen president of what was then Mississippi Southern College that I had some military background. Some gossip then appeared among some faculty members in regard to my turning the institution into a military school. I am certain that the faculty members did not believe what they were saying, but they had something about which to gripe. I stated at the first faculty meeting that I was aware of the gossip and speculation concerning the military influence and that I was immediately placing into effect some principles of military administration. I stated that all business must be handled through channels and that anyone who brought me a problem ahead to bring some solutions. The office of the president remained open to everyone. All the business in the world can be discussed there. Each and everyone is required to go back to the lowest echelon to start the decision-making process.

The morale of the faculty is always helped if the administrator can convince the members that he is sincerely interested in seeing that they get reasonable compensation for their services. This administrator has not done as well as he might have, but has accomplished some improvement in salaries at the University of Southern Mississippi. On September 1, 1955, there were three professors who made as much as \$6,000.00 for nine months of work and received \$1,200.00 for work in the summer quarter. One of these died, one resigned, and one retired. Professors below them have stepped up to \$9,600.00 for nine months and \$2,500.00 for the summer quarter. Where the maximum salary was \$7,200.00, it is now \$12,000.00. Where the maximum salary for nine months was \$6,000.00, instructions are now out that persons in that category will not be employed for less than \$8,000.00. I naturally will never get salaries to a satisfactory level, but I hope to continue to make progress.

It is our belief that the morale of the faculty is helped by the knowledge that it operates under a salary schedule and that the institution has a definite and written policy and procedure for promotions. Shortly after I became president, a faculty committee already in existence adopted a salary schedule and a statement on promotion policy and procedure. The salary schedule was as follows: instructor, \$3,200.00 to \$3,600.00; assistant professor, \$4,000.00 to \$4,400.00; associate professor, \$4,800.00 to \$5,200.00; and professor, \$5,600.00 to \$6,000.00. You can readily see that the very narrow range gave the president no leeway to reward the better people within a rank or to take care of special situations in lower ranks. We now have a salary schedule, as follows: instructor, \$3,500.00 to \$6,000.00; assistant professor, \$4,500.00 to \$7,000.00; associate professor, \$5,500.00 to \$8,000.00; and professor, \$6,500.00 with no limit. We also have a very detailed written promotion policy and procedure.

The administrator is never certain as to how far he should go in the matter of so-called fringe benefits. I am aware that some people can never be satisfied. We have the same social security and state retirement coverage as you. We have a group life and accident insurance plan to which we contribute forty per cent of the cost of insurance up to \$10,000.00. This plan is compulsory. If the employee is eligible for more than \$10,000.00 worth of insurance, he pays all of the cost of the insurance above that amount. We have group hospitalization insurance for employees and their families. This insurance is voluntary and we pay forty per cent of the cost. We have workman's compensation for all employees and we pay all of the cost.

There are numerous other benefits which should make the life of the faculty member a happier one. We have a faculty lounge in the University Union. We are building another one in the new classroom building for the School of Education and

Psychology. We have an eighteen-hole golf course which the faculty family can use for \$15.00 a year. We have a large lake to which faculty families are admitted free for fishing. We give faculty members free tickets to football games and will soon give them free tickets to basketball games. We have a faculty and staff dining room in the University Commons where lunches are provided at a reasonable price. As we build and renovate buildings, we are providing each faculty member with a private and air-conditioned office. We have a swimming pool to which faculty members are admitted. We have a large and excellent University of Southern Mississippi Credit Union where faculty and staff members may deposit money at interest and where they may borrow money. Deposits and loans are covered by insurance. We try to encourage our people to save and we try to keep them out of the clutches of the loan sharks.

Faculty members in colleges and universities gripe a great deal about time and opportunities for research. A great many faculty members will never do any research of any consequence, but they like to discuss the reasons why they do not get busy with such matters. You well know that the University of Southern Mississippi is not affluent. However, we do set aside a sum of money in each budget to cover such research expenses as travel, typing, reproduction of documents needed, and supplies. We will lighten the load of any faculty member who indicates that he can and will do research. We do give faculty members sabbatical leave with one-half pay for study and research. If a faculty member is not legally entitled to sabbatical leave, he may receive leave without pay for study and research. We have established the Southern Quarterly for publication of research done in the humanities by faculty members. We do not have money to throw down the drain as does the federal government and many of the northern foundations, but we do encourage legitimate research by faculty members.

Tenure has a great deal of influence on the morale of faculty members. Tenure policies and regulations have been set down in precise terms by the Board of Trustees as follows:

There shall be appropriate tenure committees in each institution.

The precise terms and conditions of every appointment shall be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

Instructors shall be employed on one-year contracts renewable at the discretion of the institution.

Beginning with appointment at the institution to any professorial rank, the probationary period shall be three to five academic years, three years of which may have been met in the rank of instructor. Upon reappointment after the conclusion of the approved period, and upon written notification from the head of the institution, a professor of any rank shall have a continuing appointment. If the teacher is not to be continued in service, notice in writing shall be given at least one semester of the regular academic year prior to the termination of service.

We hear much discussion in these days about academic freedom. We hear little discussion of academic responsibility. The Board of Trustees subscribes to the following statement on academic freedom and responsibility.

It is the policy of this Board that there should prevail at our universities and colleges an atmosphere of freedom in their research, teaching, programs and services and that there should be no political or subversive propagandizing in the academic programs. It is proclaimed with equal fervor that academic freedom does not mean academic license. With freedom, there must be responsibility for statements, speeches and actions.

I do not know whether the American Association of University Professors is concerned with the junior colleges, but the senior colleges do have to contend with the organization. It has adopted principles in regard to academic freedom which the University of Southern Mississippi is willing to follow. Many of its members seem unwilling to follow their own statement of policy. That is where I tend to have

trouble with them. Their principles are as follows:

The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the college or university.

The teacher is entitled to freedom in the classroom in discussing the subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of the aims of the institution should be clearly stated in writing at the time of the appointment.

The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional citizenship or discipline, but his special position in the community imposes certain obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances.

Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

The thing which galls some of the liberals we acquire as faculty members is my request that we not become engaged in the segregation-integration controversy. We have a few who literally froth at the mouth to get into the fight. I make every effort to restrain them, for they can only harm themselves and the institution. I try to point out that this controversy will pass in time and that we will then fight about something else. The American liberal, the most prejudiced and intolerant type of man we have now, is in a hurry to reform things and considers restraints to be violations of his freedoms.

Do not get the idea that all is well in every respect at the University of Southern Mississippi. The following opening paragraphs in a magazine article written by an assistant professor of speech whose resignation was accepted at the

end of his first quarter at Southern :

In September, 1959, I began teaching at Mississippi Southern College--a white, state-supported institution of higher learning. In February I resigned the post in protest over violations of academic freedom.

With the highly efficient classroom spy system I encountered, the actual frame-up, on-campus, of a Negro who tried to enter the school; attempts at censorship; and the aura of fear that permeated the faculty, I suspect my experiences would not have been too different had I been teaching at a German University in the mid 30's or in a school behind the Iron Curtain today.

The only thing that I ever really did to this man was to give him an order to cease breaking the rule that prohibited smoking in class. On February 17, 1960, I received a long letter from him which contained the following:

Since I feel no moral obligation to remain here, and am unable to "adjust" to employment by an institution where the practice of informing on every word and deed of a teacher, and the inability to honor its word, are among the apparent "normal rules of conduct in this college community", I would appreciate your considering this letter as a request for a formal release from my contract and a resignation effective at the end of this quarter, or preferably at any earlier date you deem acceptable.

The gentleman's teaching career with us ended on the afternoon the letter was received.

The Institutional Self-Study, 1963, states that a "faculty committee should be appointed by the president to propose a plan for the formation of a faculty senate". The document further states: "once a faculty senate has been formed, standing and special committees of the body should be used as advisory groups in order to further improve the democratic process operating within the University". These statements grew out of a desire for "more faculty influence on decisions affecting academic matters, including selecting of deans, department chairmen, and faculty..." They also developed out of a desire for more autonomy of the part of departments

and schools in such areas as teacher training, curricula, degrees, and advisement of students."

These statements reflect the lack of practical experience on the part of some faculty members. The enlisted men once elected the officers in the Confederate Army. The system did not work. Teacher training is influenced by forces greater than the University of Southern Mississippi. Curricula matters should never be decentralized to departments, and we use curriculum committees in the schools and the Academic Council and Graduate Council as final academic bodies. Matters pertaining to the establishment of degrees fall in the legal province of the Board of Trustees. Any faculty senate in a college or university is designed eventually to take over the operation of the institution. There is always the desire to reduce the president and administration to procurers of money, housekeepers, and shufflers of paper.

A resignation dated June 11, 1963, from an assistant professor of music stated:

Another point which has influenced this decision is that Georgette and I are both very much opposed to the official policy on the socio-political problems in Mississippi and I find it increasingly difficult to stay within the bounds of Dr. McCain's directive on faculty comments. As I do not wish to become involved in anything which would make this situation more difficult than it is, this point alone becomes very important.

The following is a paragraph from a long and involved letter of resignation dated August 6, 1963, from a professor of English:

In addition to being overworked--and almost, but perhaps not quite, underpaid--I felt that for three years I was in an atmosphere where academic freedom was stifled and academic excellence was little sought. I was told by my departmental chairman upon my arrival that there was one issue which I was not to bring on the campus, according to your request, and although I am supposed to be a member of a profession that holds high its right to freedom of action and expression, I have repeatedly sat in the company of my colleagues and been told by you not to involve myself in the same issue, with the implication that it is none of my business. Such an issue, of course, is very much the business of anyone

students--could possibly be more affected and involved than the teachers. To involve oneself is not only a right but also a responsibility, a responsibility incumbent upon any conscientious member of the profession whose life and job are touched by the issue. I can assure you that once I had gained some measure of protection through the newly adopted tenure policy, I planned to freely involve myself as much as I felt would be to the overall best interest of everyone concerned, which would very probably have been less than you might expect but almost certainly would have been more than I have felt free to do in the past. My being denied the protection and freedom afforded by the tenure policy is, as discussed in my previous letter, one of the main contributing factors toward my resignation. Another is that I see little prospect of the faculty here being given--as ideally a faculty should be given--a significant degree of participation in decisions on such matters.

One of the greatest influences on the moral of faculty members stems from the honesty and integrity of the administrators. When I was offered the position I now hold, I began to question myself as to what contribution I might make in the field of college administration. When I had gone through my experiences in colleges and universities, I decided that honesty and forthrightness might constitute my real contribution. I knew that I was no more honest than anyone else and that I had always cringed from making decisions that adversely affected other people. When I went to Southern, I made up my mind to deal as fairly as possible with faculty and staff, to tell associates the truth as I saw it, and to give them clear and prompt decisions on every occasion possible. No man can be perfect and no man can avoid mistakes and confusion. However, each and every faculty and staff members of the University of Southern Mississippi knows that he or she can find out exactly where he or she stands and what we have in mind for him or her in the future. I am of the opinion that this state of affairs is almost as conducive to good morale as the increases in salary we have been able to accomplish.

DAILY BULLETIN

Thursday, Sept. 30

There will be a mandatory meeting of all Faculty Members in Room B of the Burton Library at 4:00 P.m. this afternoon.

School pictures will be made Thursday, October 7, from 8:30 - 3:30. Come any vacant period you have during the day.

All who plan to work on the annual this year meet in the WO-HE-LO Office at 6:30. This is a very important planning meeting.

Sigma Tau Sigma will meet this afternoon in Library A at 3:30.

The Tom-Tom meets tonight at 6:15. All staff members please be present.

Would the following people please see Mr. Bowman by 9:00 today:
Billy Geward
Johnny Woodward

There will be a Pep Rally at 7:00 p.m. in the gym.

Organic Chemistry Books and Lab Manuals are in the Book Store.

Would the following please see Mr. Rives today:
Sandra Jones
Diane Turner

Quartet practice at 1:00 in Mr. Haier's office.

Band and contralettes meet at 3:20 in the Band Hall.

MEMO TO: All Faculty Members
FROM: The President
DATE: December 5, 1963

The delegates to the College Commission of the Southern Association amended Standard Five to read as follows:

STANDARD FIVE - FACULTY
ILLUSTRATIONS AND INTERPRETATIONS

3. Academic Preparation of Faculty

All teaching faculty members should have advanced degrees (master's degree specialization in the fields in which they teach). Any exception must be justified by special competence in the field of knowledge.

In all colleges at least forty per cent of the teaching faculty should possess professional preparation equivalent to two years of advanced study beyond the bachelor's degree. In senior colleges at least sixty per cent of the teaching faculty should possess professional preparation equivalent to three years of advanced study beyond the bachelor's degree and at least thirty per cent should hold the earned doctor's degree.

In junior colleges in any department composed of as many as four faculty members, at least one should possess professional preparation equivalent to three years of advanced study beyond the bachelor's degree. In senior colleges in any department or division composed of four or more faculty members, at least twenty-five per cent should have an earned doctorate. In any department or division offering a major or field of concentration, at least one member or twenty-five per cent, whichever is greater, should hold the earned doctorate in the area of concentration.

In the creative or applied arts or in any highly specialized professional or technical field, evidence of professional competency in the area of specialization is recognized and may be acceptable in lieu of advanced degrees.

The experience of the faculty within the institution should be such that it reveals a balanced total distribution among various accomplishments, as they relate to the objectives of the institution. Included among these should be successful teaching as evidenced by student accomplishment measured by data derived from examination or test scores, success in graduate schools, or similar sources; productive scholarship and research; effective participation in professional associations and scholarly societies; and contributions to improvement of the educational program of the institution.

The attached Illustration and Interpretation #3 for Standard Five shall be interpreted as a goal which all member institutions should strive to reach by December of 1966 with the understanding that failure to comply at that time will not conclusively affect accreditation. A detailed survey will be made of the professional training of the teaching faculties of all member institutions in September 1967 to determine the extent to which they above qualifications are met. On the basis of the survey and related studies, a revised illustration may be presented in December 1967.

Graduation Exercises

Summer 1979

East Central Junior College



Decatur, Miss.

FRIDAY, AUGUST 3, 1979 - 8:00 P. M.

COMMENCEMENT

Processional War March Of The Priests - Mendelssohn
Mrs. Marian Thornton, Pianist

Invocation The Reverend Selby Alsworth
Pastor, Decatur United Methodist Church, Decatur, Mississippi

The Gift Of Love American Folk Song
Mrs. Martha Graham, Soprano
Mrs. Marian Thornton, Accompanist

Presentation of Speaker Charles V. Wright, President

Address The Reverend Gus Merritt
Pastor, Clarke-Venable Baptist Church, Decatur, Mississippi

Presentation of Candidates for
Degrees and Certificates Dr. B. J. Tucker
Academic Dean

Awarding of Degrees and Certificates Dr. Charles V. Wright
Mr. Frank Rives, Registrar

Benediction The Reverend Selby Alsworth
Pastor, Decatur United Methodist Church, Decatur, Mississippi

Recessional Coronation March - G. Meyerbeer
Mrs. Marian Thornton, Pianist

Graduates

CERTIFICATE

AUTOMOTIVE BODY AND FENDER REPAIR

Paul Billie
Albert R. Duncan
John Duncan
Paul Carmel Eichelberger

George C. Parker
Herman C. Perritt, Jr.
Shelton Ricks

AUTO MECHANICS

Randy Coleman
Winferd Scott Loper
Teodosio P. Morada

Kenneth W. Winstead
John Larry Wynne

COSMETOLOGY

Mary C. Crapps
Peggy D. Culwell
Patricia Lynne Harrison
Barbara McCary

Mary Sue Perry
Hazel M. Reeves
Thelma Jewell Snowden

ELECTRICITY

Robert W. Barfield
Douglas R. Battle
Johnny Homer Cleveland
Leonard Ray Dean
Danny Albert James

Sammy Lee Kemp
Richard McCaughn
Kenneth Lamar Wagner
Michael R. Williamson
Dudley Martin Winstead

MASONRY

Francis W. Grantham
Lee A. Luckett
Bruce Allen Manning

Randall Joe Quick
Sylvia M. Quick
Junior Robinson

WELDING

Delbert R. Graham

ASSOCIATE DEGREES

Kenneth J. Bates
William C. Bates
Sheila Ann Breedlove
Glenn Hitt
Sherri Jo Langford
Miriam Mars Long
Jackie Sue Mayes
Rebecca W. McElhenney

Sarah Sampson McMillan
Myra Murrell
Carl Christopher Peoples
Brenda Gail Pierce
Donna M. Savell
Brenda Annette Thames
Randy Oscar Trest
Dennis Lynn Tucker

Left Out In Fun And-Games Education

About 37 years ago, three teen-age boys climbed up the old water-tank which stood next to what is Harned

Letters

Hall today at Mississippi State. We had with us a couple of cans of paint, one red, one white, and a brush for each of us.

It was dark, so what we did was chiefly from memory.

After about half an hour's work, we had nearly finished. Then all at once we were spotlighted, and we heard the voice of the student night-watchman say "I'm with you, but come down off of there before you get killed!"

One of us came close to getting killed. He didn't bother to use the

ladder, but climbed down the girders instead.

We were allowed to "escape" and find our way back to our respective homes.

It showed up well enough in the morning sun, even at a distance of half a mile.

It wasn't the usual "Class of —" job one might expect to see. It was "TO HELL WITH BILBO" complete with a long-eared animal with as much resemblance to the (then) governor as I could manage in the dark.

Mr. Bilbo had just dismissed about a third of the A. & M. faculty, including the fathers of the two boys who were with me, for political reasons. Those were Depression years; there was no unemployment insur-

ance, no social security. Most of those people, who were my friends, suffered real hardship for years afterward.

The boys who were with me that night were Arthur Mellen (16) who was killed in a motorcycle accident the day he was to graduate from college; and Hal Fox (15) with whom I have lost contact completely. I was 15 at the time.

My reason for writing is somewhat selfish, in that I find myself in the position of those people at old A. & M. so many years ago. I am a teacher, and my contract with this state school ends with the summer. I have been informed that it will not be renewed.

I teach a subject which does not adapt easily to the fun-and-games

secondary and under-graduate education of today, typefied by teachers who have much training in how to teach a subject, but little knowledge of the subject itself.

I'm too two years short of legal "retirement." I'm being dismissed by a group of men who do not know me personally, and have made no effort to do so. To them I am a person who is unusually hard on his students and who is handicapped.

Guess I'm still painting tanks.

EUGENE SUMTER TOWLES II
East Central Junior College
Decatur, MS

Accent

"Cynicism is intellectual dandyism." —GEORGE MEREDITH.

MEMO TO: All Students

SUBJECT: Students Food Services

Our dietitian, Mrs. Gordon, is retiring after many fine years of service. On December 10, 1965, the Board of Trustees selected the Slater School and College Services, Inc. to manage the college's dining room.

Slater is a nationally-famous firm specializing in student feeding and manages over 200 colleges, including many in our area.

For the past two years the college has lost money on its food program. It is now necessary to increase the price of food \$6.00 per month. This is \$1.50 per week of 7¢ per meal. The small extra charge to our students will permit choices at every meal on entrees, salads and desserts, as well as seconds on every item including meats and milk.

The Slater operation will go into effect over the Christmas holidays, but the new rate will not be effective until the next Board date, January 10, 1965.

Students are requested to carry or mail this notice to their parents.

FROM: Douglas M. Montgomery
President

DATE: December 11, 1965

MEMO TO:

Mr. Mayes

SUBJECT:

College newspaper

You are hereby directed as the sponsor of the college newspaper to personally see to it that no article, intimation, or other mention is made in the college newspaper about an alleged investigation of any misconduct by anyone concerned with East Central Junior College.

This directive will remain in effect until you are officially advised to the contrary.

PROBLEMS AND DISCUSSION TOPICS

V. Require PRESENTED FOR FACULTY CONSIDERATION

- I. A. To consider a distinct recognition of honor students
Tenure graduation

II. Suggestions for strengthening the recruiting program

- A. The creation of a standing committee on recruiting requirements
B. The publication of a pictured brochure to represent the college and all academic areas
C. The participation of the band, choir, and other groups in the recruiting program by visiting the high schools of the five counties

III. Re-evaluation of academic and moral standards

- A. To encourage students not to transfer to senior colleges for their sophomore year for two classes in the same hour
B. To encourage improvement in the conduct, language, and dress of students
C. To discourage poor conduct in the library at night
D. To discourage theft of books from the library
E. To encourage students in the proper care and maintenance of school property
F. To aid in making the academic atmosphere of the college conducive to attracting and keeping the higher level high school student in the five county area
G. To aid in the development of a loyalty to East Central Junior College which will be evident in our alumni in later years

IV. Student activities

- A. To abolish the activity point system ✓
B. To abolish Tuesday, the third period, as a club meeting hour and permit clubs to meet after school or at night and schedule orientation the third period instead of the eighth, thus permitting chapel to be held once a month
C. To consider faculty load in sponsoring organizations
D. To provide recreation facilities for tennis, baseball, and track

- F. Standing committees should be furnished with information concerning the amount of money in the budget for that committee at the beginning of the year (Senior Day, Homecoming, May Day)
- G. The problem of students entering class late because of having to wait for re-admit slips should be studied

VII. Guidance

- A. Recognition should be given to the fact that all teachers are counsellors and student personnel folders should be open to teachers
- B. Medical examination should be required for entrance to the college
- C. An autobiography should be included in the personnel folder of each student and should be written by the student in orientation in the freshman year
- D. Materials should be made available to students and faculty on various careers in which students might be interested
- E. Special tests should be provided for troubled students at the request of the instructor and interpretation of results be made available to instructors

VIII. Special teacher problems

- A. Ticket taking and selling at athletic events
- B. Inefficiency of the post office
- C. Why should library duty include only the teaching staff?
- D. Burning trash in the incinerator during the day
- E. Unavailability of administrators for conferences with faculty members
- F. Unpleasant living conditions of some faculty members

June 14, 1966

Mr. W. R. Hough, Executive Secretary
Public Employees' Retirement System
1400 Woolfolk Office Building
Jackson, Mississippi 39205

Mr. Hough:

This letter is to make a matter of record our conversation concerning another extension for Mr. Lomer Cliburn of the East Central Junior College faculty.

On July 28, 1965, your Board extended Mr. Cliburn for one full year at our request because Mr. Cliburn's sixty-fifth birthday occurred during the teaching year, and it is inconvenient to replace a faculty member in the middle of the academic year. There was no statement in our request at that time that a new professor could not be obtained but only that it was difficult in the middle of a school year.

Mr. Cliburn teaches classes in education and psychology, areas for which adequate replacements are available within the salary ranges now in effect at our college. These salaries will range from \$5,501 to \$7,695.

Mr. Cliburn last attended graduate school in 1958, and it would be to the advantage of our students to have a professor with more current formal education.

As President of this college, I state here categorically that a replacement can be obtained for Mr. Lomer Cliburn, and I recommend that any request for an additional extension be denied.

Sincerely,

DOUGLAS M. MONTGOMERY

dm/cv

Re: name

To Whom It May Concern:

all letters
(I have been the President of a small intimate and isolated junior college for the past four years and have come to know members of the faculty very closely. I wish to leave this testimonial in behalf of a person who has ~~been~~ contributed much to the success of our college during the past years:

Miss ~~Erma Lee~~ Barber has served as the Dean of Women at this college for many years and in addition to general supervision of women's affairs she has also been the hostess of the sophomore women's dormitory.

X She is universally respected by our coeds for her competence and for her healthy and good natured control of the dormitory. It has always been Miss Barber's practice to encourage the young ladies to comply with the college regulations rather than to attempt to trap them into violating the rules and then issuing punishment.

Miss Barber works long hours without complaint and does not participate in destructive faculty politics.

I recommend Miss Barber without any reservations for any duty concerning the living and learning of young ladies at the college level.

X MISS ANN BARFOOT has been a member of the English Department for one year, coming here as a provisional member of the faculty ^{because she had not completed} directly after receiving her ^{in Master's degree} Bachelors Degree (SHE HAD TAUGHT A YEAR). One condition to her employment was that she actively pursue her Bachelors Degree. Miss Barfoot has done this in an exemplary manner and will soon complete her ^{Master's} Degree. Only one other member of our faculty has ever worked as effectively and diligently in completing ^{his} graduation education as has Miss Barfoot.

In addition to carrying on her graduate studies, Miss Barfoot has carried a full load in teaching freshman English and ~~X~~ French. The Dean of Academics has consistently spoken highly of Miss Barfoot's teaching ability, and we expect to keep her as a faculty member as long as she is willing to work at this college.

I recommend Ann Barfoot without reservation as a fine young faculty member.

Commence?
X MR. J. WALLACE BEDWELL has been a member of the faculty of this college for many years. As the head of the business education department, he is responsible for one of the largest student enrollments on our campus. I have found him to be consistently capable, cooperative, as well as a competent instructor in his classes.

Since the advent of federal assistance in his departmental area, Mr. Bedwell has learned to accept ~~x~~ federal regulations and to fill out the many complicated forms required for reimbursement with accuracy and alacrity.

destructive faculty politics
X Mr. Bedwell is well liked by all the faculty members and does not participate in ~~improper campus political activities~~. I recommend Mr. Bedwell without qualification for any work in his teaching and administrative area.

+ chosen
MR. ~~WILLIAM~~ BOWMAN retired from the United States Army immediately prior to coming to this college a little over ~~a one~~ year ago. He took over our automotive engine department and has been very effective in upgrading the teaching standards, improving student morale, and increasing the enrollment. All the graduates of his department without exception are actively sought after by employers in our area and consistently draw very high salaries.

Mr. Bowman is well able to cope with the complexities of government reimbursable programs and the multiplicity of forms required by these programs.

Mr. Bowman is well respected by other members of the faculty, and he does not participate in ~~improper campus politics~~. *detractive faculty politics.*

I wholeheartedly recommend Mr. Bowman as an automotive instructor of junior college level students.

Mr.
~~JOE~~ CLARK has been head basketball coach and professor of mathematics at this college for three years. During this time, he has been not only the head ~~for~~ basketball coach but the sole basketball coach with a very enviable record as a coach. In addition, he has carried from half to three-quarters of a full load in mathematics and is highly recommended by the Dean of Academics in his teaching field. *of general mathematics.*

Mr. Clark was employed prior to obtaining his masters degree, with the condition that he complete his degree if he continue on our faculty. After a slight delay, Mr. Clark has worked actively and successfully towards completing his degree and will be a ~~a~~ well qualified professor when he finishes his ~~axix~~ academic course work.

Mr. Clark is well respected by ~~the~~ other members of the faculty, and he does not participate in ~~faculty politics of a derogatory nature~~.

detractive
I recommend Mr. Joe Clark without reservation for either professor of mathematics or basketball coach for junior college age students.

Mr.
RICHARD C. ETHRIDGE has been a member of the faculty at this college for several years, and has done an outstanding job in teaching both history and German. Mr. Ethridge is well liked by his students and is able to motivate and sometimes even inspire beginning freshmen to take an interest in their academic coursework. He is well qualified in both his teaching fields and frequently carried his German classes as an overload with a full load of history students. I have never heard Mr. Ethridge complain about having too many students.

Mr. Ethridge is well respected by the other members of the faculty and does not participate in ~~faculty politics~~.

detractive
I recommend Mr. Ethridge without reservation for teaching in his academic fields at the junior college levels.

X Mr. JAMES EZELLE has taught in the electricity shop at this college for many years and performs very capably at this capacity. During the time I have been here, the electric shop has been drastically modernized in equipment and has been moved to modern air conditioned quarters. Mr. Ezelle carried a great deal of extra work during this transition and has been able not only to carry on his teaching but to grow professionally with a greatly amplified coursework now offered with the new equipment. Mr. Ezelle is well respected by the other members of the faculty and does not participate in destructive faculty politics. I recommend Mr. Ezelle without reservation for the teaching of post high school students in basic electricity.

X ^{Mr} ROBERT G. FICK has been a member of the faculty of this college for a ^{many} number of years and is one of our most highly trained professors. Although not the youngest member of our faculty, he is certainly one of the most enthusiastic and hardworking ~~members~~ professors on the campus. ~~XXXX~~ He is deeply imbued with the field of music and has a statewide reputation for enthusiasm and hard work. In addition to his academic coursework, Mr. Fick has also been the band director which called for a great deal of pre-school and weekend work with the marching band, and I have never heard him complain about his long working hours or heavy teaching load. This also applies to choral groups which require a great deal of after-hour rehearsal and frequently participation in television programs during Christmas and other holiday periods when faculty members are not normally expected to work.

Mr. Fick is well respected by the other faculty members and does not participate in destructive faculty politics.

I wholeheartedly recommend Mr. Fick as a highly able professor of music at the junior college level.

Mr
has been
B. L. GRIFFIN is our accountant and purchasing agent and supervisor of plant maintenance for a number of years at this college. He is one of the outstanding small college business manager that I have ever known. Although originally trained as an accountant, he has learned themany other duties that are incumbant on the Business Manager of a small college. He actively participates in Kellogg Conferences, plant maintenance seminars, and in the other workshops which enhance his knowledge of his duties.

X
During the past four years, the entire financial operations of the college were converted from a tedious and unproductive longhand bookkeeping system to an up to date IBM accounting system. Mr. Griffin was the ~~first~~ person primarily responsible for the design and implementation of our new IBM accounting system which has become well respected throughout the state, and a number of senior colleges and other junior colleges have visited us to take advantage of Mr. Griffin's pioneering work.

Since I have been at this college, we have dealt exclusively and reigidly with competitive bidding, and I recommend Mr. Griffin without reservation for absolute honesty in the purchasing of school supplies.

Mr. Griffin is in a sensitive position to be pressured by Trustees and other faculty members, but he has rigidly adheredto the public school policies and avoided participation in any destructive campus politicking.

I wholeheartedly recommend Mr. Griffin as an outstanding Business Manager for a small college both for his professional competence and his honesty.

Mr
X
JOE HOLLIMAN was employed three years ago to replace an elderly librarian who had allowed our library to drift quietly into stagnation. Mr. H lliman has worked long and hard in revitalizing the library and has more than doubled our holdings in bound magazines bringing all holdings up to date which in some cases meant going back as much 8 or 10 years. Our library inventory is now accurate and the card catalogues are current with out actual ~~with~~ *book* holdings which have also been greatly expanded.

Mr. Holliman is a conscientious and hardworking man who attends to his library duties and does not participate in destructive campus politics.

I recommend Mr. Holliman without qualification as a librarian for a junior college.

Mr
FRANK E. LEATHERWOOD has been with this college for many years and is a very capable ~~an~~ instructor of biology. His wide knowledge of his subject matter makes him a capable instructor all the way from ~~XXXXXX~~ ~~XXXXXX~~ ~~XXXXXX~~ students who are not science majors who are taking a required general science course to pre-med students in the most advanced of the sophomore year biological sciences.

Although Mr. Leatherwood suffers from some physical ailments from time to time, he does his best not to allow his health to interfere with his teaching and always maintains a good-natured attitude ~~x~~ towards his handicap and never complains in the presence of the students.

I recommend Mr. Leatherwood as a very fine instructor of biological sciences at the junior college level.

Mr
MICHAEL MCCARTY was employed by this college two years ago to re-open the art department which had been closed for a year due to the absence of the previous art professor. Mr. McCarty has revitalized and expanded the art offerings and is well qualified to teach both art majors and non-art majors taking a required course in the humanities. He has an exceptionally pleasant personality and is not only a capable instructor but is well liked by his students.

I recommend Mr. McCarty as a very able art instructor at the junior college level.

Mr
EDWIN MAIER was employed last year as an assistant music professor with emphasis on voice and choral groups. He has an exceptionally good background in music and has taken formal academic work in the nature of music programs at the community college level. He is an enthusiastic ~~x~~ instructor well liked by the students and works any number of hours beyond the normal teaching day with enthusiasm and good spirits.

Although Mr. Maier was ~~employed with only a~~ hired immediately after receiving his Bachelor's Degree, it was on the condition that he complete his Masters Degree in order to retain employment at this college. I have known only one other person who has worked as diligently and effectively in completing his Masters while carrying a full load of teaching. Much of Mr. Maier's graduate work is particularly slanted towards the community college and the needs of the students at this specialized level of higher education. I have no doubt that he will complete his masters degree at the minimum possible time and be one of the best qualified music instructors in the junior colleges of the state. *slanted*

Mr Maier is well respected by the students and the other faculty members and he does not participate in destructive faculty politics.
I recommend highly Mr. Edwin Maier as an instructor in junior college music and consider him not only well able to perform his duties now but with the completion of his masters work one of the very best I have ever known.

Mr.
GEORGE MASON, professor of physics, teaches introductory courses in physical science for students who are not science majors. He also teaches both freshman and sophomore courses in physics for engineering majors.

Mr. Mason is well able to teach these courses in junior college work and is well liked by students as well as being respected by the other faculty members.

I recommend Mr. Mason as a very capable instructor at the junior college.

Mr.
RUDOLPH MAYES has been an English instructor and the sponsor of the college newspaper for many years.

As the newspaper sponsor he has done ~~a~~ an outstanding job of ~~production~~ leading the students into producing a worthwhile and useful college newspaper with an accent on the positive ~~zazz~~ approach to campus news. In the years he has been the sponsor, the college has won a number of statewide collegiate newspaper awards and I have never had a reason to criticize an article for derogatory or destructive attitude toward sensitive issues on the campus.

I recommend Mr. Mayes as a conscientious & capable English instructor and as a first class student activity sponsor

mm
O. L. NEWELL was a member of the faculty for a number of years, teaching drafting, engineering drawing, and related subjects. In addition to his teaching, he has also been serving as the coordinator of the occupationally oriented courses ranging from post high school vocational courses to advanced junior college technology programs. During the past four years, these offerings have been doubled on this campus, and we have transitioned to heavily ~~expensive~~ subsidized programs calling for a great deal of ability and tact on the part of the occupational education coordinator. Mr. Newell's high level of ability and hard work has made it possible for this college to take advantage of the subsidized programs ^{and} in more than quadrupled the equipment available for teaching in this area.

I am very happy to recommend Mr. Newell as one of the outstanding occupational education coordinators in the state.

mm
CHARLES PENNINGTON has been a member of this faculty for many years and has been an outstanding instructor in the field of commerce and business education. He is a very thorough teacher, highly qualified in his subject matter ~~area~~ and able to motivate students to do their best work.

X
When his department became eligible for federal subsidies on office machines and equipment, the college was given very short notice before large number of ~~quak~~ complicated forms were required in order to benefit from the program. Mr. Pennington, working with the Dean of Academics, ably and quickly complied with all the state and federal regulations so that the college could profit from the new program.

In addition to his professional duties, Mr. Pennington is also a very able organist and willingly plays the organ on many occasions ~~for~~ for student assemblies and graduation exercises. He never complains about additional work load and always maintains a happy and outgoing countenance when extra work is piled upon him.

I am happy to recommend Mr. Pennington as one of the outstanding men in his field in the state.

Mr
FRANK T. RIVES was made Registrar of the college when I first came here four years ago ~~and an additional duty~~ ^{as a result} added duty in addition to being head of the Mathematics Department. Mr. Rives is highly qualified as a professor of mathematics ^{and} is able to teach the introductory courses in mathematics to poorly motivated students ^{while with equal skill} and ~~equally well~~ teach the most advanced courses of the sophomore level for engineering and math majors. He ~~also~~ ^{actively} participates in statewide mathematics workshops and reads extensively in his discipline.

X
the
As ~~you~~ enrollment expanded, it became evident that the cumbersome ~~hand~~ ^{manual} method of maintaining the records in the Registrar's Office would no longer serve the needs of the college, and studies were initiated towards mechanized registration and report card preparation. Mr. Rives accepted this problem as a challenge and visited many other institutions and attended workshops in order to find the best system for our college. Although new in this field ^{of data processing}, Mr. Rives ~~was~~ with his fine background in mathematics and his experience as a Registrar was able to develop an IBM Data Processing system unique to our institution and adapted to the ~~fifty~~ ⁵⁰⁵ series IBM accounting equipment. The system is now fully operational and exceeds our highest expectations in rapid and accurate ~~an~~ record keeping. Mr. Rives, more than any other person, was responsible for this very effective change over to modern data processing.

Mr. Rives is well respected by the other members of the faculty, by the student body, and I have never heard him complain about the tremendous amount of extra work required of him during the change over in our record keeping.

Without any hesitation, I recommend Mr. Rives as an eminently qualified Registrar for our college or for one much bigger ~~than this~~ ^{than ours}.

Mr
X
CLINTON RUSSELL has been the Director of Buildings and Grounds working under the general supervision of Mr. B. L. Griffin, the Business Manager. During the two years he has been the Director of Buildings and Grounds, Mr. Russell has greatly improved the general appearance of the campus, its operating efficiency and has radically reduced the cost of plant maintenance by better purchasing methods, better control of the maintenance employees, and especially by ^{the} systematic planning of preventive maintenance. ^{better inventory control,}

He is well liked by the students, the faculty, the campus employees and always maintains a pleasant attitude towards the many problems which arise in his area.

I recommend Mr. Russell without any reservations as a first class Director of Buildings and Grounds.

Mr
GROVER SHOEMAKER joined our faculty two years ago and opened up a ~~vocational~~ paint and body shop, at the post high school vocational level. His duties included originating the curriculum, selecting and installing the equipment, recruiting students, and demonstrating that the program was an effective one in this area. He has had outstanding success and his students are now sought after by many more employers than there are graduates from the program.

Mr. Shoemaker is well respected by the students and the other faculty members as well as the owners and shop foremen of the paint and body shops throughout our area. I am particularly impressed with his ability to work with the "academically" unsuccessful students and to motivate them to learning a useful and productive occupation and thereby becoming good citizens.

I wholeheartedly recommend Mr. Shoemaker as an outstanding instructor in the paint and body field for post high school students.

Mrs
ALYNE SIMMONS has been a member of the English Department at this college for a number of years and has consistently carried a heavy load in freshman English classes. The Dean of Academics and I are both impressed with her able and conscientious teaching and because ~~she~~ ^{her} keeps up to date with the advances in her own academic discipline.

In addition to her teaching duties, Mrs. Simmons has very ably sponsored the Phi Theta Kappa chapter on this campus, sometimes with a very trying budgetary circumstance. Because she is well liked by the students, because she devotes long hours ~~of~~ ^{her} work to sponsor this honor society, it is one of the better chapters in this area and now that the budgetary problems have been overcome, I expect it to be one of the very best chapters anywhere in the nation.

I recommend Mrs. Simmons without reservation as an excellent professor of English and a very fine sponsor of student activities.

Mr
JOE SIMMONS is a highly trained and qualified professor of social sciences and is outstanding in his eagerness to read and to take graduate courses in his teaching field. When it was necessary to teach courses in economics but when our enrollment did not justify a fulltime professor for this position, Mr. Simmons undertook to qualify himself at his own expense in graduate work in the field of economics and is now well versed in this field and ably teaches courses in economics as well as history.

In addition to his regular teaching load, and his consistent off duty advanced graduate study, Mr. Simmons is capably sponsoring the Sigma Tau Sigma chapter of honor students in the social sciences. His enthusiasm, his leadership, and his high qualifications in this area have made the social science club on our campus one of the most successful honorary groups at East Central. I recommend Mr. Simmons without reservation as a highly qualified professor of history and of economics.

MR. JACKSON E. SMITH was employed to teach mathematics at our college on a one-year basis while the regular faculty member attended advanced graduate work at a university. Under these somewhat restrictive conditions, Mr. Smith performed very capably becoming one of the best liked members of our faculty. He is highly qualified as a professor of mathematics, and I regret that the size of our college does not permit us to continue him on our faculty indefinitely.

Mr
THOMAS W. THRASH was employed directly from graduate school four years ago to teach in the field of history. In his very first year, it became evident that Mr. Thrash was enthusiastic, well qualified and capable as an instructor of freshman and sophomore college students. With ~~more~~ experience, his teaching abilities ~~x~~ improved to where today he is one of the best that I know of in his area. I am very pleased to reoommend Mr. Thrash as a highly capable professor of history and am confident that as he matures he will become an outstanding member of any college faculty.

MELVIN TINGLE was employed to manage the Student Center at this college three years ago. He entered employment here under difficult circumstances, and the Student Center had been operated at a loss for a number of years primarily because of an undesirable atmosphere in the Student Center which prevented it from being patronized by the students. Mr. Tingle's pleasant personality and his kinship with the typical college age student made it possible to enliven the atmosphere in the student Center and while maintaining all proper standards of decorum, he still was able to make it a place where the students enjoyed gathering.

Shortly after he came to this college, our student center was completely destroyed by fire and Mr. Tingle was forced to operate in temporary quarters for about 6 months. This was a tremendous burden on him, but he accepted it cheerfully and continued to provide a very valuable service to the college.

With the new student center, Mr. Tingle has operated one of the finest college student centers that I know of operating it efficiently from a business standpoint while maintaining a congenial atmosphere for the students. And he provides an enormous amount of service to the college. The student Center provides short order meals, a recreation center, and also a student supply store and the official bookstore. A combination of these functions requires long hours of supervision and considerable care in record keeping because of the different types of accounting between the Student Center and the bookstore. We have never had any trouble with Mr. Tingle's recordkeeping nor with his management of the student labor used extensively in the student center.

I attribute the improved student morale and a radical decrease in serious student off campus misbehavior to the atmosphere maintained by Mr. Tingle in the Student Center so that our students, in the main, prefer to remain on the campus and in their own student center rather than patronizing unsupervised off campus establishments. I recommend Mr. Tingle without reservation as a first-class manager of a small college student center.

MR. BRADFORD J. TUCKER was the Dean of Academics when I arrived at this college four years ago. There were a number of changes in the administration of the college, and Mr. Tucker ably responded to the change in administrative philosophy which among other things included a tremendous increase in the responsibility and delegation of authority to the Dean of Academics. He has performed superbly in this function and has always been a very capable member of the Council of Deans which establishes overall operating policies of the college within the general outlines provided by the Board of Trustees. Mr. Tucker is uniquely able to argue constructively for his point of view and on the rare occasions when his point of view does not prevail he has conscientiously and vigorously carried out the point of view finally established for the college.

(Over)

Mr. Tucker has taken a large number of advanced graduate courses in junior college administration and is becoming recognized throughout the state as an outstanding Dean of Academics for a junior college.

One of Mr. Tucker's most useful characteristics has been his ability to work with highly educated adults, ^{some of whom} who are much older than he is, to help them to understand and encourage them to cooperate with college policies which they do not ^{always} wholly approve, ~~of, and~~ I give him much of the credit for the general high level of cooperation by the ^{majority of the} teaching faculty.

Mr. Tucker has always maintained a good natured and hearty attitude toward life and he does not participate in any destructive faculty politics. I am very happy to recommend Dean Bradford J. Tucker highly as one of the best Deans of Academics I have ever known.

^{Mr} OVID VICKERS has been a member of the English Department for many years at this college and is one of the most highly educated and effective professors of English in a junior college anywhere in the United States. In addition to very ably teaching freshman and sophomore English courses he is also from time to time taught courses in speech and drama and throughout this period has been a sponsor of our very fine series of dramatic presentations each year.

As sponsor of the dramatic club, I have freely given Mr. Vickers full reign in selection of the plays he presented in the community which is rather conservative in its outlook. Mr. Vickers has chosen plays universally accepted by our community and on some occasions, with my encouragement, has selected plays which might not have been acceptable in this area ^{except that} but with ~~some~~ intelligent mature adjustments ^{he} has been able to present these plays in a very interesting manner without doing violence to either the play or the community's sensitivity.

When this college instituted a program of granting leave of absence to faculty members to pursue the doctorate, Mr. Vickers was not only the best qualified but the first one to take advantage of the policy. He did outstanding work towards his doctorate at George Peabody College for Teachers successfully completing ^{all the} coursework in one year. I am confident that he will complete the other requirements including the dissertation in the not-too-distant future and be a very welcome addition to the teaching faculty with earned doctorates. ^{ranked of the}

I very proudly recommend Mr. Vickers as one of the finest professors in any field of teaching that I have ever known and would be very proud to have him serve with me on any faculty anywhere in the United States.

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Proposed 1964-65 Budget

Let me begin the discussion of the proposed budget for next year by a brief review of this year's budget which will be finished on July 1. The first page is ~~nearly a brief~~ summary of the ^{financial} condition of the college on April 30 of this year. It indicates that the college is in sound financial condition as of the last of April and will finish the year out with a balanced budget.

Now if you will turn to the first horizontal page, you will see the ~~items~~ on the budget listing the income from various ^{sources} ~~series~~. The first six columns are the actual budget figures as checked by the outside auditor from 1957 through 1963. The next column includes the budget which you gentlemen approved a year ago and under which we are presently operating. The ^{next to} last column is a breakdown on where we stand up to this date on our existing budget. The final column on the right is the budget which we are now proposing for the coming year.

Summarizing the existing budget you will notice that the income is somewhat larger than we anticipated. We have already received in excess of \$25,000 in tuition and fees where we had anticipated only \$23,000. The biggest difference here was in out-of-state students. You can see that the raise in out-of-state tuition did not decrease our income from ^{this} ~~any~~ source. However, we are reducing the anticipated income for next year in view of the development of junior colleges in the state of Alabama which is the source of most of our out of state students. Since this report was prepared, summer school has begun and we have had gratifying number of students. The actual total income from summer school ~~in this category~~ is now \$6,600 rather than the \$4,950 that we expected. You will notice a nearly 30 per cent increase in student tuition and fees due to the favorable enrollment picture. ~~There is also an item of \$3,000 in student activity fees. This is not~~

Going down to the next section, you will see under "state appropriations" we came up approximately 10,000 short on income in that area. ^{I might point out here that ECSC predicted its enrollment accurately, however} However, the general prosperity of the counties has resulted in a somewhat better income and higher percentage of tax collections within the counties., which roughly balances off the total difference in

the rest of the state population increased income then we did. we have been covered by the bill that the other plan do not expect an increase as great as our other year.

income. As a result, as you can see ^{that} ~~under~~ "total operating income" ~~approximately~~ is in balance with a slight increase over the budget figure. On the next page, you see in those same two columns that we have spent \$X 21,000 plus of the \$27,000 plus budgeted. This figure will balance out with the salaries and expenses going through the end of the fiscal year

On the next ^{page} ~~year~~, looking at the same ^{two} columns you will see approximately the same ^{condition} ~~figures~~ and the budget ^{figures} at the end of the fiscal year will be in budget. Likewise on the next page under operation of the school plant, we have spent \$37,000 plus of an estimated \$42,000 and ^{it} ~~this~~ will be at about that figure by the end of the year. The last figure on the third from the right column was an anticipated surplus of \$4,400 in the operation of the school plant. We expect to have this surplus to apply towards anticipated shortages on the next page. Under the boarding department, it presently shows a \$21,000 surplus, but there is an additional month of expenses here and we anticipate finishing the year at about the \$6,000 figure listed in the budget.

Dropping down to the athletic department, we anticipated an \$18,100 loss in this department and have come up with an actual \$20,300 loss with ~~on~~ \$100 or \$200 in expenses still to be paid. The next item is the farm where we had anticipated \$1,400 profit and wound up with a \$2,500 loss at this point. Although the inventory adjustment is not yet complete, it does appear that we will have a net loss in the farm of about \$2,500.

The next item is the student center where we anticipated a \$3,000 profit showing now a \$400 loss. This does not include the inventory which will bring the year end figure to at least \$3,000 profit. ^Q The last line you can see the net loss or gain since 1957 with the proposed balance of zero for this year. Once we have finished the inventories and expenses remaining to be paid this year, it is anticipated that the budget will be balanced with a possible \$1,000 or \$2,000 surplus at the end of the year.

Let me repeat, ^{as of today,} ~~that at this date,~~ and we are confident with only 15 days

remaining in the ^{year}~~month~~ that the budget will be balanced completely with a small surplus of one or two thousand dollars.

Now gentlemen, let us turn back to the second page and concentrate on the extreme right hand column which is the proposed budget for the next fiscal year. First you will notice a slight decrease in the anticipated out-of-state tuition. Again, this is the result of development of junior colleges in Alabama. We are anticipating a further increase in summer school tuition based on the total enrollments in the high schools within our district. Special tuition is budgeted for no income because it is too unreliable and too small. These are fees paid ~~x~~ for late registration and parttime students who take only one or two courses.

The next item is student activity fees showing \$3000 income not previously shown in the budget. This is not new money but a new item in the budget which was not previously revealed to the Trustees. Also, later in the budget you will find counterbalancing expenditures against this under the various student activities. The final item of \$14,700 is our anticipated matriculation and registration fees on next September's enrollment of ⁵²⁵~~425~~ students. We believe this ~~x~~ to be a modest estimate of the increase in enrollment. This figure was selected before the summer school enrollment or the ACT test scores which are an indication of the number of students anticipating attending ECJC. The total amount, not included the \$3,000 from student activity fees which is not really an increase, ~~but a statement in a different way~~ shows an increase of about \$5,000 based on a 75 student increase in enrollment. The first item under state appropriations ~~x~~ is our regular support. It is based on the total amount of money appropriated by the legislature last month divided by a 4.9 per cent which was our proportionate share of this fund this last year. Actually, our average has been around 5.5 per cent of the total amount and we fully expect to receive at least that much. But we ~~don't~~ want to budget on the worst year that the college has

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had in a long time. Incidentally, the statewide appropriation in this item is up fourteen

~~sixteen~~ per cent from the previous ~~xxxxxx~~ biennium. The next item are our regular vocation support from the junior college board ^{show} and again is based on the conservative 4.9 per cent of the total. This item was increased by the legislature 26 per cent.

The reimbursement under Title III, NDEA, is a new item in the budget although we received money in this category in the past, actually when we bought equipment which was partially reimbursable we took the money and did not report it in the budget. Hereafter it will be shown as an anticipated income ⁱⁿ ~~and~~ this part of the budget and will be accounted for as an expense under the various departments which anticipate receiving reimbursement for equipment they buy.

^{the State Voc. & Tech. bill called Title VIII, for}
The next item is ~~Title VIII~~, and ~~again~~ this is a very unique item in the budget.

At the time this budget was prepared, we had been approved for several ~~items~~ types of training with the appropriate reimbursement. We knew from our own discussion with Mr. Fatherree and with the legislature that we were going to receive considerably more than that but we used this \$12,000 item here as a positive figure. We have been receiving for the last few months this reimbursement and when the final budget figure shows it will show in the 1963-64 budget at a yearly rate of \$12,000 even though we were only under it for a few months. This is entirely new income to our college based in no small part on Dean Tucker's and ^{Mr. Griffin's} Mr. Brackeen's effective work with the State Department of Education.

The nice thing about it is that since this was prepared we have received final approval from Mr. Fatherree for additional reimbursement for a total amount of more than \$25,000. Thus we are assured of at least \$13,000 more income under Title VIII than was used to prepare this year's budget. [¶] The county levy, from which we have already received ^{#129,000} ~~\$29,000~~, is based on a 95 per cent collection rate, or \$128,000. We will receive this ^{much} ~~month~~ and in all probability the collection rate will be in excess

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of 95 per cent for the benefit of safety in the budget.

Turning to the next page, these are the proposed expenses for the administration of the college. Most of the items under administration remain approximately the same with the exception of the last item, listed as rental of equipment for ~~\$250~~. \$4,250. The college enrollment has grown to the point where it was necessary to obtain additional help in the business office. At the same time, we have greatly increased the work of the Business Manager in the form of competitive bidding, balancing the budget, and obtaining more mileage for the dollars we have received. We are now handling a great ^{many} ~~deal~~ more government forms, including a ~~x~~ tremendous work load as a result of the \$25,000 we will receive under Title VIII. All of these forms, as you are aware, involve a tremendous amount of multiple copies of paper work in order to receive the reimbursement. ~~On x alternatives were x~~ In addition, I have been frustrated since I have been here in obtaining comparative figures in order to better analyze the fiscal situation and to obtain the benefits of advanced planning, ~~because~~ ^T there just was not enough help in the business office to dig out the figures needed for long range studies. This left us with an alternative of hiring an additional secretary for approximately \$4,000 per year counting her salary, her typewriter, her telephone, sick, leave and all the other incidentals which go with additional personnel or to institute a modern business accounting machinery system. We elected to install ^{an} ~~a complete~~ IBM ^{small} business office system which will save our hiring an extra employee and greatly speed up our financial transactions. That is the main difference in the cost of administration.

The next section is an entirely new section in the budget and reflects the expenditures for that \$3,000 item on the previous page under student activity fees. All of these functions have been carried on at the college in the past but were not budgeted for your approval nor were they carefully controlled because of the confusion as to where the money came from and what it was used for. Many of these items on the left

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were all lumped together under one lump sum and it was not possible to control the expenditures. You will notice at the bottom of the page that all of the student activity and services ^{will} consume only \$240 of the tax payers money. The rest of it is paid for by the students.

Turning to the next page, we come to the instructional expenditures. Again we have reshuffled items in the budget and this does not represent a particular increase in total expenditures but merely a better accounting procedures so that you can see where the money is going. If you will look at the first two ~~xxx~~ items, they total out about the same but we have separated the Dean's Office from the Registrar's Office. The Registrar's Office expenses are mostly in printed forms, class cards and that type of thing, and catalogues which have now been removed from the budget ~~xxxx~~ as a separate item and put into the Registrar's Office. The non-departmental instructional supplies ~~was~~ the safety margin we included last year when we first tried to break the academic departments into separate departments. It has been eliminated as a separate item, although we ~~xxx~~ kept a safety margin under the Academic Dean's Office.

Here you will see the biggest jump in the entire budget as far as expenditures are concerned. As I pointed out earlier, the legislature has increased both our regular support our vocational support and opened up an entire new source of income ~~under as~~ reimbursement under Title VIII, Only part of which is included in this budget. We

have used ~~fix~~ virtually the entire increase in support to the college to upgrade our salary schedule. *In the past East Central was near the bottom of the Mississippi Junior Colleges, and Mississippi was at the bottom of the United States in professional salaries.* ~~the junior colleges in Miss., and Miss. is at the bottom of the~~ ~~xx~~ national figures

now, my
(in the past) by ~~xxx~~ having instituted somewhat hardhanded ~~xxxxxx~~ control of the budget in other areas we are now in a position to institute a significant improvement in the ~~professional teaching faculty~~ salaries. We have devoted virtually the entire increase in budget

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income to salaries, resulting in a ~~12.2~~ \$400 increase in the base of our existing faculty salary for teachers. This \$400 increase is keeping up with the statewide high school increase of \$300 plus a \$100 effort to stay ahead of the high school salaries. The increase of ~~\$300~~ \$400 in the base has been applied with absolute mathematical accuracy, to the nearest dollar, to every member of the teaching faculty with an overall raise of 12.2 per cent. Although it is not reflected in this item, we then took the same proportionment amount and applied 12.0 to the salaries of the other professional members of the staff. In every case, it was applied with complete mathematical accuracy.

This is intended to be a biennium raise rather than an annual raise which has been the practice in the past and will be explained to the faculty in that way. Further, all our figures have been based on conservative estimates ~~and~~ including the 4.9 per cent of the total budget, the \$12,000 in reimbursement rather than the \$25,000 ^{of which} we have now been assured. With this rate, we are absolutely confident that we can continue through the second year of the biennium and ^{employ any} ~~hire~~ additional faculty members, should future increases in enrollment justify additional faculty ^{in the 2nd yr of the biennium}.

At this time I think I should point out that we are ^{employing} ~~hiring~~ three additional faculty members whose confirmation I will request from you in a few minutes. Under our old salary schedule, only one of these new faculty members is fully qualified by our standards. It was necessary to take two very fine young people but none the less people not fully qualified by our own standards. And then we had to offer them the full amount ^{the old salary schedule provided for} which we intended to pay to people with Masters Degrees. Along the same line, I will propose to you an amendment to the teaching salary schedule which once it is ~~xxx~~ raised by this \$400, will provide ^{for a differential in pay for partially qualified faculty,} that in the future we will be able to hire Bachelor ^{that is, those without a Master's Degree,} Degree faculty members at a rate lower than the rate paid the fully qualified people.

The next item is student labor, ^{and} ~~it~~ has been removed as a separate item in the budget and is included within each department as part of the cost of the department. This is not a decrease in the number of student jobs but a different way of charging

the various departments. There is no substantial increase in the total instructional budget other than salaries, because we made our big increases ^{in teaching supplies and equipment} last year. I can confidently say that the professors have sufficient funds budgeted to them and expended on them to go a good job of teaching. We increased their supplies and equipment first and now the 12² per cent in this page is in salaries.

(next page) In operation of the school plant the first item is salary and wages showing an apparent increase of \$4,400. Actually, we combined the salaries for this type of labor which was in several items, moving \$2000 from the maintenance of school plant item down at the middle page plus \$1,000 from student labor and the other \$1400 is increased wages from hiring a better caliber of worker. I think most of you are aware that the general tone of plant maintenance has improved, and this has been because of Mr. Griffin's management and because we are hiring a higher calibre of worker on the campus.

The next major item, maintenance of school plant, remains approximately the same except for the \$2000 in wages which was moved up above. The next item, ^{this} total operating expenditures, represents an increase of \$12 per cent over the previous budget, ^{but it} ~~Now that~~ is balanced by an increase in income of 16 per cent. That means that this budget to this point is 4 per cent safer than the one last ^{year} ~~safer~~, not counting several items of income which we did not even include in the budget. ~~This whole~~ ^{called} the item of "capital expenditures" should be more accurately listed as "capital expenditures from local funds". It ran around \$15,000 per year over the years and was spent on buildings and equipment for the various teaching departments. We are no longer relying on our local county funds for this income and are using the state capital outlay money for all but emergencies. The \$2,600 is our estimate of standby money in case of plant breakdown in some area.

The bottom line indicates ~~at~~ \$14,300 surplus in the ~~plant~~ general operation

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of the college. This is in contrast to the \$4,400 surplus last year. Let me point out that up until now we have only gone through part of the budget.

On the next page gentlemen we get into the operation of the auxiliary agencies beginning with the boarding department. At first you will notice that effective this year we are breaking the boarding department into two separate items -- the cafeteria and the dormitories. In the past, one of our troubles has been that we couldn't tell whether we were robbing Peter or Paul and, as you remember, it caused some confusion among the students as to ^{whether} ~~rather~~ they were receiving their money's worth in the food ^{department} ~~line~~. The income for the cafeteria (\$107,000) is made up entirely of \$25 per month for food times the 525 students we anticipate. Likewise, in the dormitories, it is based on the ~~x~~ number of students we expect to live on the campus times 10 per month. If the two were combined, they would total \$151,000 or a slight increase over the \$144,500 from the previous year. The difference is based on the increased enrollment. On expenditures, you can see that we intend ^{dining room} to spend the entire ~~food~~ income ~~in~~ the dining room.

In the dormitories we anticipate spending \$2,800 less on the dormitories than we take in. This is not that the dormitories don't need the money but that we have to use some surplus in other areas. The \$2,820 surplus anticipated here will be reflected later on in the budget. Moving now to the bookstore, you will notice back in the bookstore item a one year \$28,900 income whereas before it averaged about \$18,000. This was the year of the fire when we sold a lot of worn out textbooks to the insurance company. The \$18,000 figure shown for the coming year is about normal; likewise with the profits.

The next item is the athletic department, and as in the boarding department ~~wax~~ have broken the two major sports into two separate items. If we were to combine the incomes of these two sports, it would be \$13,000 or about what we had

hoped for last year, even though we did not make quite that much. On the expenditures if they were combined they would come to approximately \$35,300. This is a \$4,000 increase in the expenditures over what we had planned to do, and we last year spent even more than we planned. It is very difficult to carry on junior college intercollegiate athletics without a substantial loss. As nearly as I can determine in informal conversation, we are approximately in the same position as the other junior colleges. As long as we continue ^{intercollegiate sports} football, we are going to ~~have substantial~~ make a substantial effort to field the best possible teams we can even though we know that it is going to create a considerable deficit. It is pretty much a case of playing intercollegiate sports vigorously or dropping them completely. There doesn't seem to be any way to play them in a half-hearted way and take just a small loss. Whether we have a win or lose season, ~~it~~ it will not be a result of a budget cut for the athletic department.

~~The next loss~~

The next item is the farm. You can see where last year we had hoped to make ~~X~~ \$1400 profit and are going to lose \$between two thousand and \$2500. We hope next year to break about even. As you can see, there is a \$380 net loss in this item. The student center has now reached nearly its maximum capability, and we have put it in for a \$3,000 net profit, for the coming year, an increase in enrollment may make this slightly more favorable.

Now on the next page, is the breakdown on student publications. The ^WoHeLo is the yearbook and the Tom-Tom is the newspaper. The \$3937 for the yearbook is based on the catalogue charge for the yearbook and the expenditures ^{are} is based on the same amount. Likewise, the income is from the student fees and the expenditures ^{are} is exactly in balance. After we run these two departments separately for three or four years, you gentlemen will be in a better position to evaluate the functions of these publications. In the past no report was made on the Trustees concerning these publications ^{to}

Now the final line which is ~~the which is~~ the ultimate financial status of the college, you can see that it was programmed to balance this last year and although there is a \$59,000 surplus right now most of it will be spent on salaries and other debts already incurred and will balance out virtually zero. Likewise, we plan a zero net for the 1964-64 season. Gentlemen, that completes my summary of the budget. It is somewhat more detailed ^{and} revealing to you as Trustees than the previous budgets by breaking down expenses more directly to the departments which use the expenses. It has broken down several lump sums into separate items, such as the boarding dept. into cafeteria and dormitories. The income is based on a percentage figure representing the worse year the college has had for along time. It was also based ^{on} not including substantial items of income which we were not sure of when we made the budget but ^{of which} are now assured, ~~of~~.

The recommended salary increases are a mathematical application to the schedule you approved last year for the teaching faculty.
~~The recommended salary increased totally on the salary schedule approved by you last year, a mathematical application of the increase for the teaching faculty.~~

We then took the next lowest full percentage and applied that to the non-schedule professional personnel. I am absolutely confident that the college will prosper under the proposed budget and at this time next year I will again report to you that the budget has been balanced.